

Headquarters  
3D Corps Support Command  
APO AE 09096  
1 May 2002

# 3D Corps Support Command Regulation 1-201

Effective date: 1 October 2002

## Administration Organizational Inspection Program

---

FOR THE COMMANDER:

Official:

PHILLIP J. GICK  
Colonel, GS  
Chief of Staff

ROGER GAINES  
Major, General Staff  
Assistant Chief of Staff, G6

---

**Summary.** This regulation establishes and outlines responsibilities and implementing procedures for the 3d Corps Support Command Organizational Inspection Program (OIP).

\* This regulation supersedes 3D COSCOM Reg 1-201, 1 NOV 98.

**Applicability.** This regulation applies to all unit and activities assigned or attached to 3D COSCOM.

**Interim Changes.** Interim changes to this regulation are not official unless they are approved by the Inspector General and authenticated by the ACofS, G6.

**Suggested Improvements.** The proponent of this regulation is the Inspector General, (AETV-SCP-IG, 337-5803). Users may send suggestions to improve this regulation on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, 3D COSCOM, ATTN: AETV-SCP-IG, APO AE 09096.

**Distribution B.**

**Contents**

	<b>Paragraph</b>	<b>Page</b>
<b>Chapter I</b>		
<b>General</b>		
Purpose-----	<b>1-1</b>	<b>4</b>
Overview-----	<b>1-2</b>	<b>4</b>
<b>Chapter 2</b>		
<b>Responsibilities</b>		
Commanding General (CG)-----	<b>2-1</b>	<b>6</b>
Deputy Commander (DC)-----	<b>2-2</b>	<b>6</b>
Commanders-----	<b>2-3</b>	<b>6</b>
3D COSCOM Chief of Staff-----	<b>2-4</b>	<b>7</b>
3D COSCOM G3 -----	<b>2-5</b>	<b>8</b>
3D COSCOM G4-----	<b>2-6</b>	<b>8</b>
3D COSCOM Support Operations-----	<b>2-7</b>	<b>8</b>
3D COSCOM IG-----	<b>2-8</b>	<b>9</b>
3D COSCOM Staff Agencies-----	<b>2-9</b>	<b>9</b>
<b>Chapter 3</b>		
<b>Principles of 3D COSCOM Inspection Policy</b>		
Commanders Intent-----	<b>3-1</b>	<b>11</b>
Organizational Inspection Program-----	<b>3-2</b>	<b>11</b>
Inspection Plans-----	<b>3-3</b>	<b>11</b>
<b>Chapter 4</b>		
<b>Command Inspections</b>		
Initial Command Inspection-----	<b>4-1</b>	<b>13</b>
Periodic Command Inspections-----	<b>4-2</b>	<b>13</b>
Follow-up Command Inspections-----	<b>4-3</b>	<b>13</b>
3D COSCOM Level Command Inspections-----	<b>4-4</b>	<b>13</b>
Primary Areas of Interest-----	<b>4-5</b>	<b>14</b>
Scheduling-----	<b>4-6</b>	<b>14</b>
Reports-----	<b>4-7</b>	<b>15</b>

	Paragraph	Page
<b>Chapter 5</b>		
<b>Inspector General Inspections</b>		
AR 20-1-----	5-1	17
Commander's Needs-----	5-2	17
IG Exposure-----	5-3	17
IG Inspection Assessments-----	5-4	17
IG Inspection Procedures-----	5-5	18
<b>Chapter 6</b>		
<b>Staff Inspections and Evaluations</b>		
General-----	6-1	19
3D COSCOM Staff-----	6-2	19
Scheduling-----	6-3	19
Reports-----	6-4	20
Outbriefing-----	6-5	20
<b>Chapter 7</b>		
<b>Internal Review and Audit Compliance &amp; Management Control Program</b>		
General-----	7-1	21
<b>Chapter 8</b>		
<b>Command Supply Discipline Program</b>		
General-----	8-1	22
Purpose-----	8-2	22
Concept-----	8-3	22
Frequency of Evaluations-----	8-4	22
Requirements Listing-----	8-5	22
Evaluations-----	8-6	22
<b>Appendix A</b>	References-----	23
<b>Appendix B</b>	How to Inspect-----	24
<b>Appendix C</b>	Command Inspection Summarized Results Format-----	28

## **Chapter 1**

### **General**

#### **1-1. Purpose**

To establish and outline responsibilities and implementing procedures for the 3d Corps Support Command (COSCOM) Organizational Inspection Program (OIP).

#### **1-2. Overview**

a. The OIP ensures that all command, initial command, staff, Inspector General (IG), and external inspections compliment one another and achieve one common goal: sustained excellence in leading, caring, training, maintaining and readiness throughout 3D COSCOM.

b. The OIP is essential to the readiness of the command. A strong inspection policy enables commanders to set and maintain high standards and ensure their units are in compliance with regulatory guidance.

c. The focus of the OIP is on the ability to execute plans and policy. Specifically, the objectives are to:

- (1) Evaluate unit mission readiness. Strengths as well as weaknesses must be identified.
- (2) Produce a coordinated inspection program. Integrating all inspection activities within a command will reduce the inspection burden on unit commanders, ensure efficient use of inspection resources, preclude inspection redundancies, and focus on improving readiness.
- (3) Assess attainment of unit goals and objectives.
- (4) Provide a framework for inspecting subordinate units and functions by company, battalion, and group commanders.
- (5) Identify systemic deficiencies that impede mission accomplishment.
- (6) Teach and assist subordinate units. No inspection can be considered complete if those inspected have not been taught the goals and standards and how to achieve them.
- (7) Take action to correct noncompliance and systemic deficiencies that impact readiness.

d. The OIP places the responsibility for conducting unit compliance inspections on commanders and their staffs. In contrast, the primary agency for inspecting and auditing systems is the IG and elements of the Internal Review Audit and Compliance office.

e. AR 1-201 establishes three categories of inspections. Whoever directs or conducts the inspection determines the category. The categories are:

(1) Command Inspection (CI). An inspection of an organization conducted by a commander in the chain of command. The commander conducting the inspection determines areas to be inspected, scope of the inspection, and composition of the inspection team. He must participate in the Command Inspection. CIs focus on units.

(2) Staff Inspections and Evaluation. Staffs conduct a range of inspection activities to include the following:

(a) Inspection. An inspection of a subordinate organization/agency conducted by a staff, which focuses on the functional area for which that agency is responsible. The best example of a staff inspection is a regulatory physical security inspection.

(b) Staff Assistance Visit. A staff evaluation of a subordinate unit either requested by the unit or well coordinated with the unit. The focus is to teach and train soldiers on properly accomplishing certain functions. The visit is meant to be helpful and not to gather facts for higher headquarters to act on.

(c) Functional Review. A staff evaluation that is directed by a senior commander to evaluate a certain function. A functional review would evaluate the same function in several units.

(3) IG Inspection. An inspection conducted by a detailed IG oriented toward the identification of problems, determination of root causes, development of possible solutions, and assignment of responsibilities for correcting the problems. IG inspections focus on systemic issues or trends. There are three types of IG Inspections:

(a) General. Broad in scope, encompassing all activities within an organization or command. This inspection focuses on the unit.

(b) Special. An inspection of a function or set of functions that focuses on systemic problems and their root causes.

(c) Follow-up. An inspection of actions taken to correct deficiencies identified during previous inspections. Follow-up inspections should be conducted within 90 days of any initial CI and not earlier than 60 days following other unit/agency-oriented inspections.

f. This document will be reviewed annually to ensure compliance with current Department of the Army policies.

**Chapter 2**  
**Responsibilities**

**2-1. Commanding General (CG).** The CG will:

- a. Conduct the CI for all assigned or attached Corps Support Groups and other logistical support groups.
- b. Inform Group Commanders of the inspection areas for each CI at least 60 days out.

**2-2. Deputy Commander (DC).** The DC will:

- a. Conduct the CI for each separate battalion assisted by the 3D COSCOM staff.
- b. The DC will also conduct follow-up inspections of affected units where appropriate.
- c. The DC may also authorize and conduct staff inspections and evaluations of separate battalions.
- d. Inform battalion commanders of the inspection areas for each CI at least 60 days out.

**2-3. Commanders.** Commanders at battalion level and above will:

- a. Set standards and enforce them.
- b. Establish inspection policy for subordinate levels of command consistent with this program and ensure compliance.
- c. Conduct Command Supply Discipline Program evaluations of subordinate units IAW DA Pam 710-2-1 and AR 710-2 during those units' CIs.
- d. Establish organizational inspection programs that minimize disruptions and allow time for subordinate elements to apply corrective actions between inspections.
- e. Personally participate in CIs of subordinate units.
- f. Provide the 3D COSCOM IG a summary of all inspection results (see appendix C) NLT 30 days after completion of the inspection.
- g. Provide the 3D COSCOM IG with a copy of the unit's current OIP policy.
- h. Conduct initial and periodic CIs for subordinate units IAW AR 1-201 and this program.

i. Monitor and coordinate all inspection activities under their control to eliminate redundancy and minimize disruptions. All CIs, staff inspections and evaluations will be reflected on Long-Range Training Calendars. CIs will be briefed during quarterly training briefs.

j. Maintain written reports of command and staff inspections.

k. Ensure inspection teams are trained to inspect to Army standards.

l. Maintain a written command and staff inspection standard operating procedure (SOP) implementing the concepts of this regulation. Command and staff inspection programs should:

(1) Define and prioritize sustainment tasks (collective and individual).

(2) Fix responsibility for task accomplishment and set objectives.

(3) Provide initial "How to" guidance for sustainment.

(4) Improve leaders' competence in sustainment tasks.

(5) Facilitate simple, recurring, institutionalized assessments and teaching of sustainment tasks.

m. Review results of their units most recent CI and ensure completion of follow-up inspections before subsequent CIs are scheduled.

n. Take appropriate action to adjust guidance and policies that fail to accomplish their intended objectives.

o. Inform subordinate commanders of the inspection areas of each CI at least 60 days out.

**2-4. 3D COSCOM Chief of Staff.** The CofS is responsible for coordinating and where appropriate, executing either the CG's or DC's CI. The CofS will:

a. Be the proponent of staff inspections, assistance visits, and functional reviews conducted by the 3D COSCOM staff.

b. Coordinate and, as directed by the CG/DC, participate in annual CIs of the groups and separate battalions within the 3D COSCOM.

c. Recommend to the CG/DC those functional areas which need to be inspected during CIs so that unit commanders are advised at least 60 days prior.

**2-5. 3D COSCOM G3.** The 3D COSCOM G3 will:

- a. Be responsible for scheduling and coordinating the CIs of the corps support groups and separate battalions and monitoring the scheduling of other OIP inspections to ensure deconfliction.
- b. Identify scheduling conflicts and coordinate visits.
- c. Ensure that all CIs are scheduled on training calendars.
- d. Conduct deployment inspections of subordinate units.
- e. Act as focal point for scheduling all announced inspections and visits,
- f. Include CIs in the quarterly training briefs.

**2-6. 3D COSCOM G4.** The proponent for Command Supply Discipline Program (CSDP) for User Level, Property Book and Parent Organization evaluations is the Assistant Chief of Staff (ACofS), G4, 3D COSCOM. The G4 will:

- a. Use AR 710-2, tables B-1 through B-3 as the basis for evaluating the CSDP.
- b. Conduct CSDP evaluations of separate battalions and groups in the 3D COSCOM during scheduled CIs.
- c. Provide written results of CSDP evaluations to inspected commanders as part of the CI report.

**2-7. 3D COSCOM SUPPORT OPERATIONS.** The proponent for Command Supply Discipline Program (CSDP) for Direct/General Support Supply Operations evaluations is the 3D COSCOM Support Operations. The Support Operations will:

- a. Use AR 710-2, table B-4 as the basis for evaluating the CSDP.
- b. Conduct CSDP evaluations of the Groups and Separate Battalions in the 3D COSCOM during scheduled CIs.
- c. Provide written results of CSDP evaluations to inspected commanders as part of the CI report.

**2-8. 3D COSCOM IG.** The 3D COSCOM IG will:

- a. Schedule and conduct inspections in accordance with AR 20-1 and this regulation.



- b. Serve as the 3D COSCOM's proponent for the Organizational Inspection Program and provide feedback to the commander on its effectiveness and execution.
- c. Identify recurring deficiencies that indicate systemic problems, analyze inspection findings to identify causes, and forward recommendations to the appropriate headquarters.
- d. Advise the commander on matters concerning IG activities and inform the commander concerning matters of mission accomplishment, state of morale, discipline, efficiency, economy, training and readiness.
- e. Conduct formal training on "How to Inspect" and disseminate information regarding successful techniques and procedures.
- f. As directed, conduct general, quick-look, and special inspections and assistance visits.
- g. Analyze external inspections and command and staff inspections results to identify systemic problems and potential special inspection topics.
- h. Develop and coordinate IG special inspections into a coherent plan.
- i. Provide inspection schedules to appropriate group and battalion staff agencies.
- j. Conduct intelligence oversight inspections within the command.
- k. Recommend CI areas to CG/DC to assist in focusing their CIs on value added functional areas.

**2-9. 3D COSCOM Staff Agencies.** The 3D COSCOM staff will:

- a. Upon request/coordination, visit units to identify strengths and weaknesses and, as appropriate, provide training and assistance to resolve deficiencies within the guidance of the appropriate regulation.
- b. Provide and train functional area inspectors to participate in 3D COSCOM command and staff inspections.
- c. Monitor functional areas within subordinate units.
- d. Upon request/coordination, augment group/separate battalion inspection teams.
- e. Provide through the Chief of Staff (CofS) to AcofS, G3, and Inspection General a current annual schedule of inspections, audits, and visits.

f. Devise and maintain functional area checklists for use by subordinate level commanders and staffs. Each staff agency will implement a system to review and update checklists on an as needed basis. All updates will be processed through the Inspector General.

g. Develop staff inspection and assistance programs that complement CIs.

h. Recommend CI areas to the CG/DC to tailor CIs to unit mission so that commanders are informed at least 60 days prior.

## Chapter 3

### Principles of 3D COSCOM's Inspection Policy

**3-1. Commander's Intent.** Command or unit inspections are the responsibility of commanders. Inspections that are properly planned, executed, and analyzed, assist commanders in their overall assessment of unit readiness. The OIP allows commanders to design and implement a system of inspections tailored to their units mission and needs. The program also allows commanders to gauge their unit's compliance with established standards, policies, procedures, and readiness philosophy. Inspection results can then be used to analyze shortcomings and develop strategies to bring units up to established standards. Inspections should be scheduled well in advance and include appropriate train-up for inspection team members. The principle outline in AR 1-201 underscores those principles that are common to good inspection programs.

**3-2. Organizational Inspection Program (OIP).** The OIP is the commanders' management tool used to avoid inspection redundancies.

a. The OIP should:

- (1) Be tailored to the organization's structure and mission.
- (2) Focus on problems without regard to their difficulty of resolution.
- (3) Contain a feedback mechanism to track problems until they are resolved.
- (4) Refer systemic problems to the proper external level for resolution.
- (5) Compliment all other inspections and evaluations.

b. All commanders above company level will establish an OIP. The program must ensure that the total inspection effort integrates command, staff, and where applicable, IG inspections into one balanced program of complementary inspections.

c. Group Commanders should formulate their OIP to complement the battalion OIP. Group and battalion OIPs should ensure that units are not burdened with redundant inspections. Group OIPs should include CIs, staff inspection and evaluations, and follow-up inspections that focus on functional areas and evaluate staff activities at least one level down

**3-3. Inspection Plans.** Once major problem areas or CI areas have been identified and coordinated, the inspection plan should be developed. The inspection plan describes how the inspection will be accomplished. Each function, process, procedure, organization, and player involved must be considered. With this analysis, the inspector can determine:

a. What will be inspected.

- b. Who will be visited (units, offices, headquarters).
- c. Where (the locations) the inspection will occur.
- | d. When the inspection will occur.
- e. The schedule and sequence of events to be followed.
- f. The phases of planning and execution required to successfully conduct the inspection.
- g. The procedures for "cross walking" systemic issues with external agencies.
- h. The required resources (people, time, money, and information). All team members should have questions and checklists to facilitate data gathering.
- i. The inspection plan should be a stand-alone document which serves as a "road map" for each member of the inspection team (see APPENDIX A).

## Chapter 4

### Command Inspections

**4-1. Initial Command Inspections.** Each new group and battalion commander will receive an initial CI within 120 days after assuming command. Each new company commander will receive an initial CI within 90 days after command assumption. At least the next higher commander in the chain of command conducts this inspection e.g., the group commander inspects the battalion commander. The results of this inspection are considered diagnostic and not used competitively nor to evaluate performance. Distribution of the inspection report is limited to the inspected commander and the Inspector General. The outcome of this initial inspection should help the leadership chain set priorities and determine where effort should be placed. The strengths and weaknesses of the unit are identified by examining mission, resources, level of training, and quality of life (QOL) issues. The commander at the next higher echelon uses the results to establish a baseline for measuring future performance, to establish goals and objectives for the subordinate commander, and to articulate priorities, areas of emphasis, and standards of acceptable performance. If there is a schedule conflict between conducting the initial CI and another type of inspection, the initial CI should be given priority.

**4-2. Periodic Command Inspections.** Periodic inspections measure progress and reinforce the goals and standards established during the initial CI. The principal focus of periodic inspections is teaching, training, and determining levels of compliance. Periodic CIs for group and battalion commanders must be conducted 12 months after the initial CI. Periodic CIs for company commanders must be conducted annually after the initial CI. Periodic CI results may be used as an evaluation tool by the inspecting commander.

**4-3. Follow-Up Command Inspections.** If unsatisfactory areas are found during any CI, a follow-up inspection focused on those areas will be conducted within 60-90 days of the base inspection. This follow-up inspection is conducted to ensure completion or progress of corrective actions.

**4-4. 3D COSCOM Level Command Inspections.** The 3D COSCOM Commanding General augmented with 3D COSCOM staff, will inspect each group at least twice during the commander's tour. The DC will inspect the separate battalions at least twice during the commander's tour. The initial inspection will occur within 120 days of the change of command. A periodic CI will occur 12 months later. The 3D COSCOM inspection team will consist of primary staff elements and the command group (CG, CSM, CofS). The 3D COSCOM CI will focus on go-to-war areas of interest. The inspection time duration is not to exceed 5 duty days. Primary staff principals will develop critical areas and the inspection plan for each area. CI checklists are located in 3D COSCOM Circular 1-201.

**4-5. Primary Areas of Interest.**

a. Areas to be inspected will be METL-based. The primary areas which can be inspected are reflected in the 3D COSCOM's Command Inspection Checklists. If commanders wish to supplement these checklists, their checklists must be in a TASK-CONDITION-STANDARD format. Checklists must comply with Army standards. Additional areas may be added as a matter of command discretion. The inspecting commander should tailor the inspection to reduce redundancy of other inspections and ensure all inspected areas will have value added to the unit.

b. To reduce redundancy and disruptions to training and mission support, regulatory staff inspections will be included and integrated into CIs as much as possible. The following outside agency and regulatory inspection and assessments should be coordinated to be executed during the scheduled CI windows:

- (1) Command Supply Discipline Program Inspections.
- (2) Staff inspections such as annual physical security inspections and safety inspections.
- (3) Unit Climate Profile Surveys (V Corps directed and implemented by the V Corps G1 through a Contractor).
- (4) Equal Opportunity Assessment Survey (USAREUR directed and implemented by unit EOA).
- (5) Management Control Process Annual Program Inspections.

c. Inspected unit commanders will be notified of the actual inspection areas of their CIs at least 60 days prior to the inspection.

**4-6. Scheduling.**

a. All CIs will be placed on the appropriate Long and Short Range Training Calendars. For example, group and separate battalions CIs will be placed on the 3D COSCOM Long Range Training Calendar. Follow-up CIs will be scheduled at the same time the base CI is scheduled. Follow-up CI scheduling will then be adjusted after the base CI is completed.

b. CIs will be scheduled within the current training doctrine. All commanders will receive at least 60 days notice of any CI.

**4-7. Reports.**

a. Written Reports. Each inspection will result in a separate written report. The inspection report includes: Summarized inspection findings; detailed inspection findings for each inspected

area with appropriate enclosures/checklists containing a detailed discussion of each finding; recommendations to correct deficiencies; and identification of which areas will be re-inspected during the follow-up inspection.

b. **Inspection Findings.** Findings are complete, comprehensive, and concise documents written to articulate problems or recognize commendable areas. They usually contain a concise statement summarizing the finding.

c. **Endorsements.** There is no requirement to reply by endorsement to the inspection report, unless specifically required to do so in the cover memorandum. Follow-up inspections should be used to ensure corrective actions are completed or implemented.

d. **Routing of Inspection Reports.** A report of inspection is addressed to the commander of the inspected activity, for information, comment, or corrective action as appropriate. In addition, selective portions of the report, or appropriate extracts, may be provided to other commanders or agencies whose functional areas of responsibility relate to inspection findings. Systemic findings concerning agencies external to the inspected command are forwarded to them for required corrective action. A copy of the report's summarized findings (see Appendix C) of each CI will be forwarded to the 3D COSCOM IG not later than 30 days after completion of the inspection. These summarized findings will be compared to other CI findings to identify systemic and common problems across the 3D COSCOM. Unit names will be kept in the strictest confidence.

e. **Action Requested on Report of Inspections.** Upon receipt of the inspection report, the inspected commander will take corrective action on those discrepancies under his/her purview. Reports of corrective action are not required unless specifically directed by the inspecting commander. Unsatisfactory inspection areas will require re-inspection within 90 days during the follow-up inspection.

f. **Inspection Rating.** Inspections results will focus on significant problems involving unit capability rather than emphasizing the status of the organization. All CIs will be conducted using the following ratings.

(1) **Commendable** - The unit achieves a satisfactory rating on 90-100% of all inspected areas/checklists and 100% satisfactory rating of all mission critical areas.

(2) **Satisfactory** - The unit achieves a satisfactory rating on 70-90% of all inspected areas/checklists and 100% satisfactory rating of all mission critical areas.

(3) **Unsatisfactory** - The unit achieves a satisfactory rating on 69% or below of all inspected areas/checklists or an unsatisfactory rating of a mission critical area. Each individual checklist identifies questions as mission critical or non-mission critical. In order to receive a satisfactory rating for each checklist, all mission critical questions must be satisfactory. Additionally, for that checklist to receive an overall rating of satisfactory; enough non-mission

critical questions must be satisfactory, when added to mission critical questions, to attain an overall 70% or above satisfactory rating.

g. Outstanding Performance. Soldiers cited for outstanding performance during the inspection will be so noted on the inspection checklist and will be recognized during the outbrief.

h. The Command Supply Discipline Program will be evaluated using the checklist provided in the most recent supply update.



## **Chapter 5**

### **Inspector General Inspections**

**5-1. AR 20-1 governs the development and conduct of the IG inspections.** All IG inspections are approved by the Commanding General.

**5-2. The IG tailors inspections to meet the commander's needs.** IG inspections may be focused on units, functional areas or both.

**5-3. IGs are exposed to a wider range of units than most other inspectors and are trained to:**

- a. Identify substandard performance, determine the magnitude of the deficiency, and seek the reason (root cause) for substandard performance or the deficiency.
- b. Pursue systemic issues.
- c. Teach systems, processes, and procedures.
- d. Identify responsibility for corrective action.
- e. Spread innovative ideas.

**5-4. There are three types of IG inspection/assessments in the 3D COSCOM:**

a. Assistance Visits. These are very focused assessments on specific items which the IG has received indications that require assistance. The focus is teaching and training to correct, inform, or retrain leaders about the item. After a quick assessment, on-the-spot training is conducted to correct any found deficiencies. A report is published at the end of each quarter on the results.

b. Quick Look Inspections. These inspections are CG directed, normally with very little notice. They are meant to be completed within 30 days with the intent of giving the CG quick feedback on an area of concern. Units will receive little to no notice. They are structured to minimize disruption to any unit's training schedule or planned activities.

c. Special Inspections. These inspections are normally broader in scope than Quick Look Inspections. They are meant to be planned in advance with inspection schedules published outside the 5-week training schedule window.

**5-5. IG Inspection Procedures.**

a. IG inspection results cannot be used to compare units or as criteria for unit competitive awards. However, in cases where excellence is observed, units are recognized to share their

innovative contributions. As such, IG inspection results will not identify units; they focus on issues.

b. Every IG visit will start with an inbrief and end with an outbrief with the unit commander or senior person present. These outbriefs are meant to give the commander immediate feedback on any issues obtained during the visit.

## **Chapter 6**

### **Staff Inspections and Evaluations**

**6-1. General.** Staff inspections and evaluations are generally conducted by unit representatives who are responsible for a specific functional area. Staff inspections and evaluations ensure compliance with established policy and assess the ability of an organization to perform its assigned mission. In most cases, the evaluated function can be correlated to those contained in FM 101-5. Units requesting assistance from the respective staff agencies should define a specific area of concern rather than requesting a review of broad functional areas. The inclusion of staff members in CIs reduces the number of inspections by combining command and staff inspections. The IG will not participate in staff inspections and evaluations. Staff inspections and evaluations should be conducted by the lowest echelon technically qualified to inspect. Staff inspections and evaluations may be used to follow up previous CIs, IG inspections, and audits or be used to help commanders prepare for CIs or audits.

**6-2. 3D COSCOM Staff.** Staff assistance visits and inspections by the 3D COSCOM staff will be conducted as directed by the 3D COSCOM CofS, DC, CG or as requested by units. 3D COSCOM assistance visits will focus on groups and separate battalion headquarters and will not occur in subordinate units unless requested. The proponent staff agency coordinates all visits and inspections. Staff principals should develop checklists within their respective functional areas to enable them to assess program proficiency and compliance at echelons below 3D COSCOM.

### **6-3. Scheduling.**

a. All staff inspections and evaluations from company through group level require coordination with the appropriate counterpart staff agency. The proponent staff agency will coordinate laterally and vertically to preclude scheduling conflicts and ensure that staff inspections and evaluations appear on unit training calendars. Unannounced inspections prescribed by regulation are exempt from scheduling requirements.

b. Staff inspections and evaluations should be coordinated prior to the start of a training quarter, discussed during the quarterly training briefing, and included on unit training schedules. FM 25-101 sets the minimum scheduling standards for staff inspections and evaluation.

c. Staff assistance visits to groups and separate battalions will occur semiannually or as required during periods CIs are not scheduled.

d. Company and battalion commanders will request 3D COSCOM staff assistance visits through their group headquarters at least 5 weeks out.

**6-4. Reports.** Results of staff inspections and evaluations will be prepared in compliance with the guidance provided in chapter 4, paragraph 4-6(a).

**6-5. Outbriefing.** Staff inspections, functional reviews and assistance visits will include outbriefings to visited commanders by the proponent staff agency.

## Chapter 7

### Internal Review and Audit Compliance & Management Control Program

**7-1. General.** Audits, Management Control Evaluations, and Management Control Plans are other forms of feedback, similar to inspections, and should be coordinated and scheduled in a similar manner as inspections.

a. AR 11-7, Internal Review and Audit Compliance Program prescribes the policies, roles, and responsibilities pertaining to the Internal Review and Audit Compliance Program.

b. AR 11-2, Management Control, prescribes the policies, roles, and responsibilities pertaining to the Management Control Program.

c. The internal audit control system and management control program are designed to help prevent fraud, waste, abuse, and provides reasonable assurance that property, funds, and other assets are protected.

d. All commanders and managers are responsible for establishing and maintaining effective management controls, assess areas of risk, identify and correct weaknesses in those controls, and keep their superiors informed.

e. External audits include those conducted by the Government Accounting Office (GAO), Army Audit Agency (AAA), and Department of Defense Inspector General (DODIG).

f. Audit reports must be reviewed by functional staff personnel and IGs to determine possible systemic issues/trends relevant to 3D COSCOM units.

g. These events will be scheduled during CIs whenever possible.

## Chapter 8

### Command Supply Discipline Program

**8-1. General.** The Command Supply Discipline Program (CSDP), as established in AR 710-2, is the standard for supply discipline in 3D COSCOM units. CSDP is a compilation of existing regulatory requirements and formalized follow-up procedures designed to help commanders comply with DA supply guidance.

**8-2. Purpose.** The purpose of CSDP is to identify supply problems and permit their timely correction by the chain of command.

**8-3. Concept.** CSDP is designed as a commander's program directed at eliminating noncompliance with supply regulations. It is not intended to be a stand-alone inspection program. Evaluations of CSDP will be part of ongoing inspection programs, such as CIs, company/battalion of the quarter competition, and other programs outlined in AR 710-2. Separate inspections solely to meet the intent of CSDP are discouraged. CSDP evaluations will be conducted with inspections outlined in chapters 4 and 6 of this regulation. Other systems which enforce supply discipline are outlined below:

a. AR 710-2, Paragraph 2-13a, describes the war on excess as a continuous program to relocate property which is no longer required because of modernization of changes in authorizations. Unit commanders are to identify excess property and either transfer it to other units which have valid requirements or return it to the supply system.

b. The 3D COSCOM ACoS, G4 and Support Operations will monitor the CSDP. The G4 will monitor for systemic organizational level noncompliance or irregularities by reviewing inspection results from the IG, CIs, government audits, and change of command inventories. The Support Operations will monitor the CSDP for systemic direct supply support noncompliance or irregularities.

**8-4. Frequency of Evaluations.** AR 710-2 tables B-1 through B-4, addresses the required frequency of evaluations of the CSDP for all units.

**8-5. Requirements Listing.** AR 710-2, paragraph B-7, and tables B-1 through B-4 provide a compilation of existing regulatory guidance and requirements.

**8-6. Evaluations.** AR 710-2, paragraph B-9, provides guidance on the conduct of CSDP evaluations. Additionally, checklists can be developed in accordance with this regulation to assist in conducting evaluations. If systemic problems are found that require resolution by agencies at installation or higher levels, then the command IG will be notified.

Appendix A

**REFERENCES**

1. The following publications are required.
  - a. AR 1-201, Army Inspection Policy.
  - b. AR 11-2, Management Control.
  - c. AR 20-1, Inspector General Activities and Procedures.
  - d. AR 710-2, Supply Policy Below the Wholesale Level.
  - e. DA PAM 710-2-1, Using Unit Supply System Manual Procedures.
  - f. FM 101-5, Staff Organization and Operations.
  - g. 3D COSCOM Circular 1-201, Command Inspection Checklists.
2. The following publications are related.
  - a. FM25-100, Training the Force.
  - b. FM 25-101, Battle Focused Training
  - c. DAIG Inspection Guide.
  - d. USAREUR Reg 1-201, Organizational Inspection Program.
  - e. USAREUR Command Policy Letter 24, Command Inspection Program.
  - f. V Corps Reg 1-201, V Corps Inspection Policy.

**Appendix B****HOW TO INSPECT**

1. The following are concepts and principles intended to provide non-IG personnel some basic ideas for conducting inspections and establishing unit level OIPs.
2. Crucially important is the integration of inspection activities into the training planning process outlined in FM25-100. The disruption of prime time training is a symptom of a failure to properly coordinate inspection activities. Commanders and inspectors must identify windows for inspections based upon a GREEN, AMBER, RED graduated priority. These windows indicate the degree of disruption that an announced or unannounced inspection would entail. So, therefore, if a commander were tasked to offer up a unit for inspection by an outside agency, he would choose one in the RED "post detail" category. Hence, he is protecting his units in more intensive training. Likewise, if a commander decides to use unannounced inspections in his OIP as a test of combat readiness, he would choose from an appropriately categorized unit. [NOTE: It is understood that all 3D COSCOM units may not be able to adopt Green, Amber, Red training cycles.]
3. Advantages and disadvantages of announced versus unannounced inspections:
  - a. Announced inspections allow inspecting to high standards and emphasize training junior leaders, but if not carefully monitored, commanders may perform so many pre-inspections as to over inspect their subordinate units. Commanders must be sensitive to this tendency so that units do not sacrifice war-fighting ability for superficial ends. In particular, CIs that announce unrealistic standards cause units to waste precious resources and achieve only marginal returns for the effort involved.
  - b. Unannounced inspections can reduce unproductive preparation (e.g., pre-inspection inspections) and limit opportunities to hide problems. They generally provide a more accurate view of day-to-day conditions within the unit than announced inspections do. However, their main disadvantage is that they disrupt planned training if not wisely integrated into already scheduled events.
4. Do not "prepare" for IG special inspections, since reports of special inspections do not identify units or individuals by name, no one should feel it necessary to prepare for a special inspection. To put on the "best face" for a special inspection sampling defeats its purpose and increases the likelihood of covering up the system's problems. These problems can be eliminated only if the IG can alert the command with the ability to fix the system. Commanders at all levels should view special inspections as opportunities to bring problems to the attention of those who can fix them.



5. Methods of reducing disruption:

- a. Hold the number and duration of inspections to a minimum.
- b. Consolidate inspections. Conduct joint inspections whenever inspection plans overlap. Brigade and battalion commanders should include periodic safety, fire marshal and arms room security inspection requirements into their CIs.
- c. Make use of reports and results of inspections conducted by other agencies and/or other echelons of command.
- d. Do not require formal responses from inspected units. Replies-by-endorsement give the perception of the "gotcha" attitude of days gone by. Such responses do little to improve unit performance and are generally a waste of time. A better alternative is a teaching attitude during the inspection and a follow-up inspection at a later date.
- e. Allow time for units to apply corrective actions between inspections.

6. Inspection formats:

- a. One hundred percent: An inspection of all elements in all functional areas in an organization. This format is time consuming and highly disruptive and should be conducted only rarely.
- b. Sampling. Taking a representative sample of an organization is the preferred method of inspecting, as it gives a valid base for evaluation without the cost involved in a more extensive inspection,
- c. Unit integrity. Since individual performance is only one element of combat effectiveness, inspectors should sample on the basis of unit integrity. This way, the leadership and management skills of the unit can be evaluated as well as individual proficiency.

7. Inspection steps:

- a. Step 1- Prepare. This step involves developing an inspection concept, receiving the written authority to inspect (including a clearly defined purpose, scope and focus), developing an inspecting plan, notifying the inspected organizations, training the inspectors, ensuring there is no duplication effort with other agencies, consolidating inspection efforts with other agencies, as necessary, and collecting all inspection instruments (checklists, questionnaires, etc.). This step is crucial in the effort to inspect to clearly defined standards and to reduce disruption at unit level.

b. Step 2- Conduct. This step involves all actions conducted at the inspected location, from in-briefing to out-briefing of the inspected organization. This is where teaching takes place. Inspectors can pass on good ideas and techniques gained from their experience.

c. Step 3- Fix. No inspection is complete without corrective action. The most effective technique in correcting deficiencies found on an inspection is to teach while inspecting and brief the chain of command and those who are in a position to fix the problem. Subsequent follow-up inspection activity directed solely at the deficiency findings would reinforce corrective action.

**8. Inspector General Assistance in Planning Inspection/Assessment Activities:**

a. Although AR 20-1 specifically prohibits IGs from participating in CIs and staff evaluations, IGs can provide valuable assistance and training in how to inspect and organize OIPs. IGs can also help commanders and their staff analyze the results of assessments, reviews and other collected data.

b. Because IGs see a wider range of units than other inspectors and are trained to identify systemic problems, commanders at all levels within V Corps should ensure that the IG routinely has access to the results of CIs and staff evaluations. These results are handled confidentially and help the unit and IG to determine systemic issues that are beyond the ability of the unit to correct.

## Appendix C

**COMMAND INSPECTION SUMMARIZED RESULTS FORMAT**

## HEADING

Office Symbol(1-201c)

MEMORANDUM FOR *COMMANDER XX UNIT*

SUBJECT: Command Inspection Results

1. Command Inspection. A command inspection of \_\_\_\_\_ unit \_\_\_\_\_ was conducted from \_\_\_\_ (dates).

2. Functional Areas Inspected. All the functional areas inspected where in accordance with 3D COSCOM Regulation 1-201 and 3D COSCOM Circular 1-201. There were a total of XX functional areas evaluated with the following results; 30% "commendable, 62% satisfactory and 8% unsatisfactory. Listed below are inspected areas that where found to be unsatisfactory and will be re-inspected within the next 90 days:

<u>FUNCTIONAL AREA</u>	<u>INSPECTING STAFF</u>	<u>REMARKS</u>
a. MARKS	S1	Unaware of regulation change
b. CTT	S3	No time - Force Protection Requirements
c. Drivers Training	S4	No local training area for off-road training
d. SIDPERS	S1	Unit has no 75H

3. Inspection Findings. Recognize outstanding functional areas and outstanding performance of personnel. Concisely articulate root cause for areas receiving unsatisfactory ratings. Discuss what additional personnel, training or resources required to bring this functional area to standards if the problem exceeds the capability of the inspected unit.

Office Symbol

SUBJECT: Command Inspection Results

4. Follow-up Date. A not later than date to follow-up those actions taken to correct deficiencies identified during the inspection.

5. Follow-up Inspection. Tentative date for follow-up inspection. Within 12 months for battalion commanders and higher. Within nine (9) months for company commanders.

NAME  
COL, QM  
Commanding

CF:  
3D COSCOM IG